



## Research

- This project was designed by a current MidAmerica Nazarene University student seeking a career in the music industry.
- Research of varied leadership literature was paired with a survey completed by a sample of industry employees to determine leadership traits, behaviors, situational styles, and organizational cultures most valued in the Nashville music industry.

## Significance

### Immediate beneficiaries:

- Current and future leaders in the music industry

### Why?

- Understanding desires and needs of coworkers gives a good working foundation

### Secondary beneficiaries:

- Anyone in a working environment.

### Why?

- Broaden their perspective and improve communication. May change working environments by gaining understanding of what motivates, impresses, or unifies others.

## Questions

- What are the traits and skills of a leader that are most valued and desired in the music industry?
- What behaviors of a leader are most valued and desired in the music industry?
  - In situational and contingent leadership, how should deadlines, loss of respect and trust, and pressure to do or be something the professional is not, be handled?
- Are creativity or structure valued most by music industry employees and employers?

## Method and Procedure

### 1) Studied Leadership Aspects and Created Survey

- Traits** compiled from those in the industry, the Big Five personality, and scholastic and research literature.
- Behaviors** came from transformational and charismatic leadership.
- Situational and Contingent Leadership Dilemmas:** Related to the Path-Goal Theory (Directive, Supportive, Participative, Achievement-Oriented Leaders)
- Organizational Cultures:** Creativity and Structure chosen because of their correlation to two opposing aspects of the artistic industry

### 2) Surveys were e-mailed or hand delivered to participants.

### 3) Surveys completed by fourteen business professionals, artists, and songwriters.

### 4) Compared and concluded most valued characteristics from survey, scholastic journals, articles, textbooks on selected theories

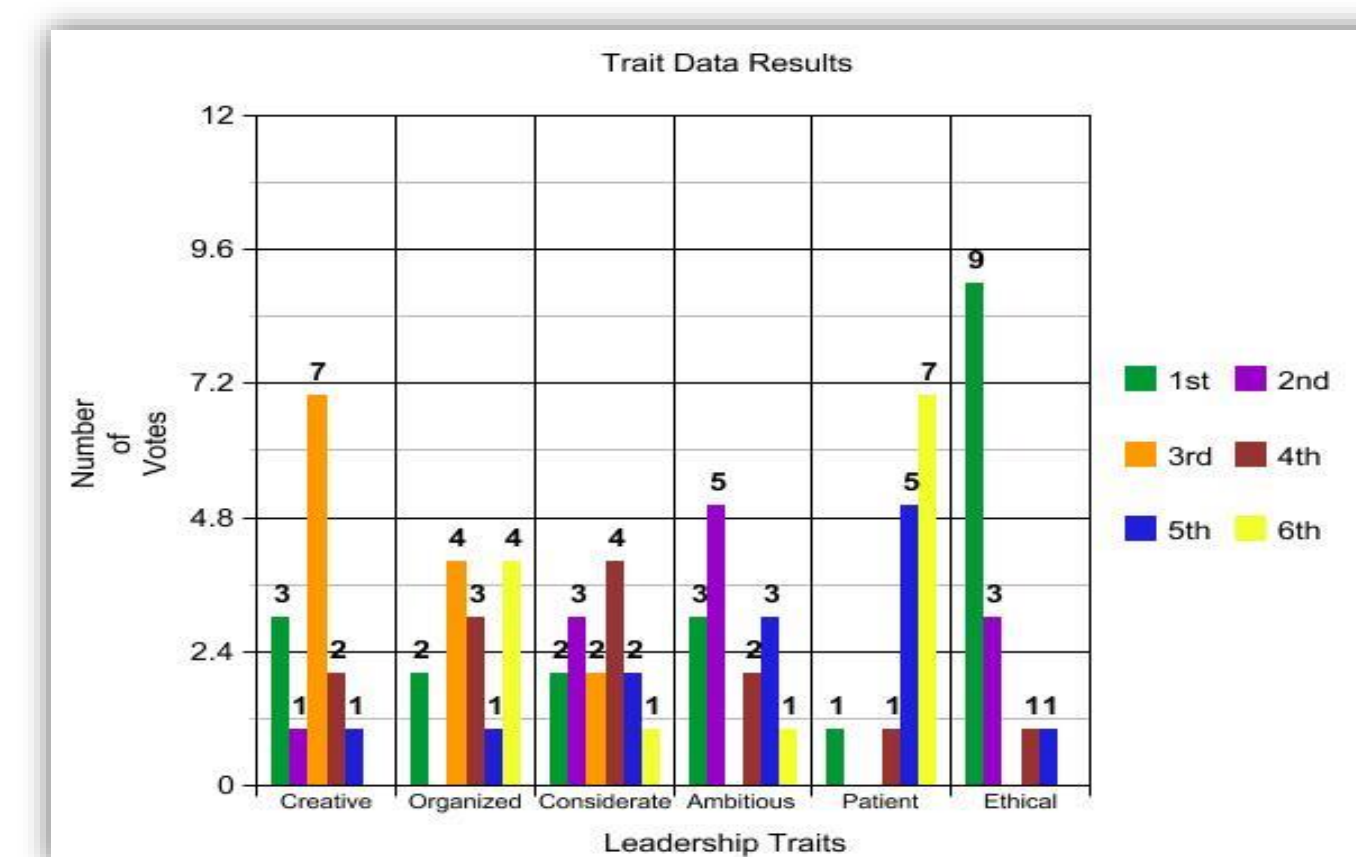
# Music Industry Leadership: Desired Leadership Traits, Behaviors and Cultures in the Music Industry

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## Survey and Research Results

### Traits



- Participants rated value of characteristics:
- Creative, Organized, Considerate, Ambitious, Patient, Ethical

### Top Three Survey Results:

- "Ethical", "Creative", "Ambitious"

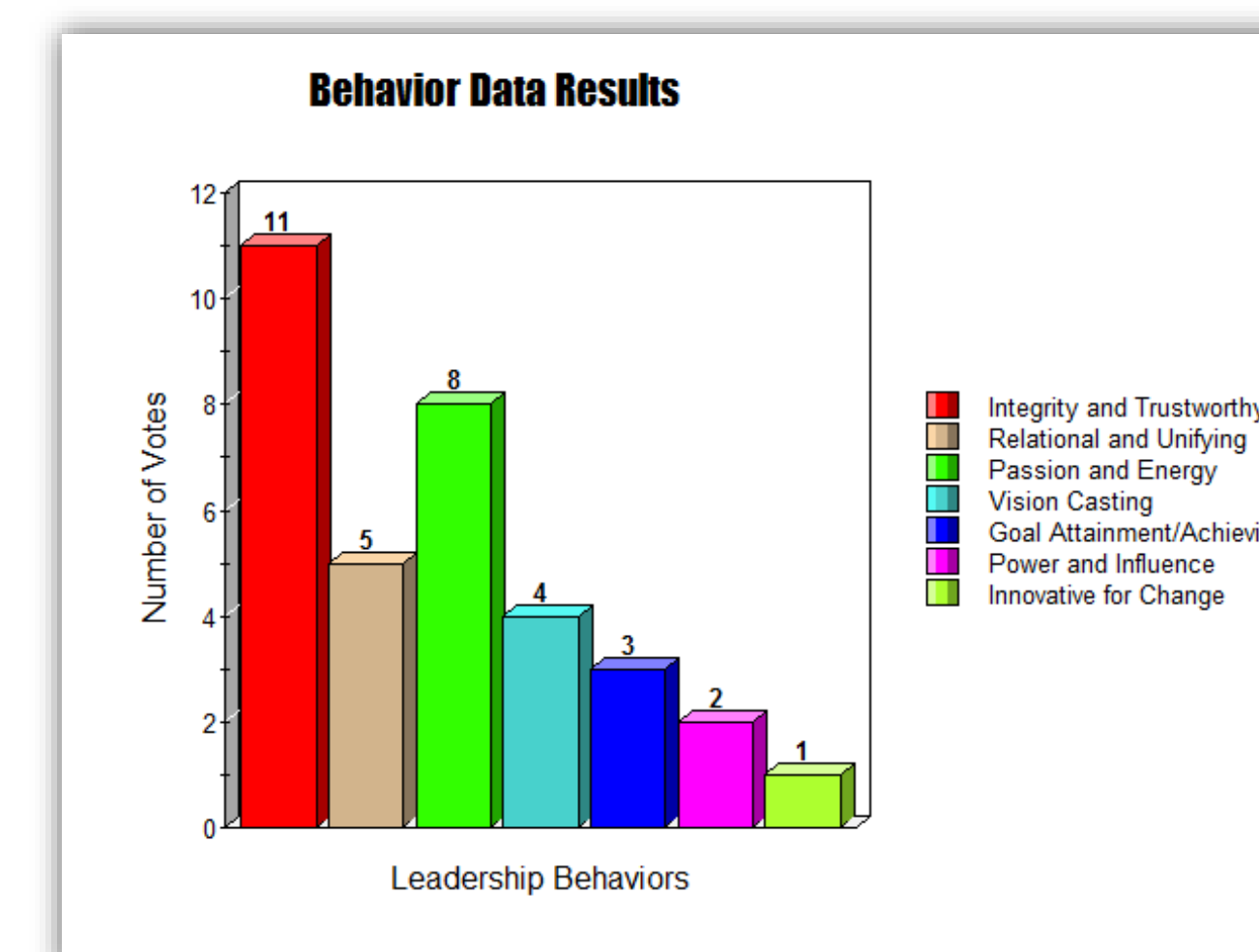
### Research Results:

- Ethics:** Leader's ethics influence those of entire organization and is crucial trait
- Creativity:** Needed for leaders to inspire followers and release followers' creativity to achieve goals
- Ambition:** Necessary for leader to achieve goals, cast vision and drive for followers

### Behaviors

Participants chose most motivating leadership qualities:

- Integrity/Trustworthy
- Relational/Unifying
- Passion/Energy
- Vision Casting
- Achievement/Goal Attainment
- Power/Influence
- Innovative for Change



### Top Survey Results:

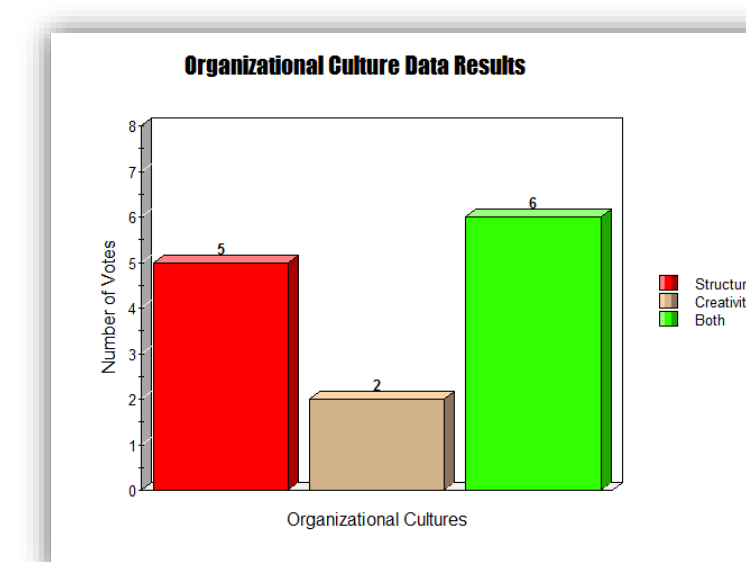
- Integrity/Trustworthy, Passion /Energy, Relational/ Unifying, Vision Casting

### Research Results:

- Task-oriented:** Vision Casting
- Person-oriented:** Relational /Unifying
- Incorporates Both:** Integrity /Trustworthy, Passion / Energy

## Organizational Culture

Participants chose whether they were driven more by creativity or structure.



### Survey Results:

Most needed combination of **both**, followed by need for **structure**, with few needing **creativity**

### Research Results:

**Structure:** Leader has more involvement and control  
**Creativity:** Employee has more control

## Situational and Contingent Leadership

**Deadlines:** Release mediocre product, or change deadline for quality product?

**Respect and Trust:** Lost respect for coworker. Confront them? Respect position, not person?

**Pressure:** Employee pressured to be/do something they are not. Change, or stand firm?

### Deadlines

- Some professions can not move deadlines
- If option, moved for higher quality product.,
- Moving deadline not to be a habit

### Respect and Trust

- When to confront:**
- Person of same rank or lower
  - Actions harming others
- When not to confront:**
- Person of higher rank
  - Actions not harming others

Above all, always respect the position

### Pressure

- Actions against morals or faith**
- Never go against beliefs
  - Do not change who you are for replaceable job
- Creative disagreements**
- Be willing to see different perspectives and compromise

## Conclusions

### Leadership Traits

- Most Desired:** "Ethical", "Creative", and "Ambitious"
- All traits effect followers and organizations. Need to be ethical, inspiring, and able to cast vision and achieve goals.

### Leadership Behaviors

- Most Desired:** "Integrity and Trustworthy", "Relational and Unifying", "Passionate and Energetic", and "Vision Casting"
- Need to be both task and person-oriented.

### Organizational Culture

- Industry professionals need structured environment to create in, yet a creative leader to support, guide and encourage them within the structure.

### Situational and Contingent Leadership

- Deadlines** are unwavering directives in some areas of the industry, but in others, deadlines should be moved to achieve a higher quality product.

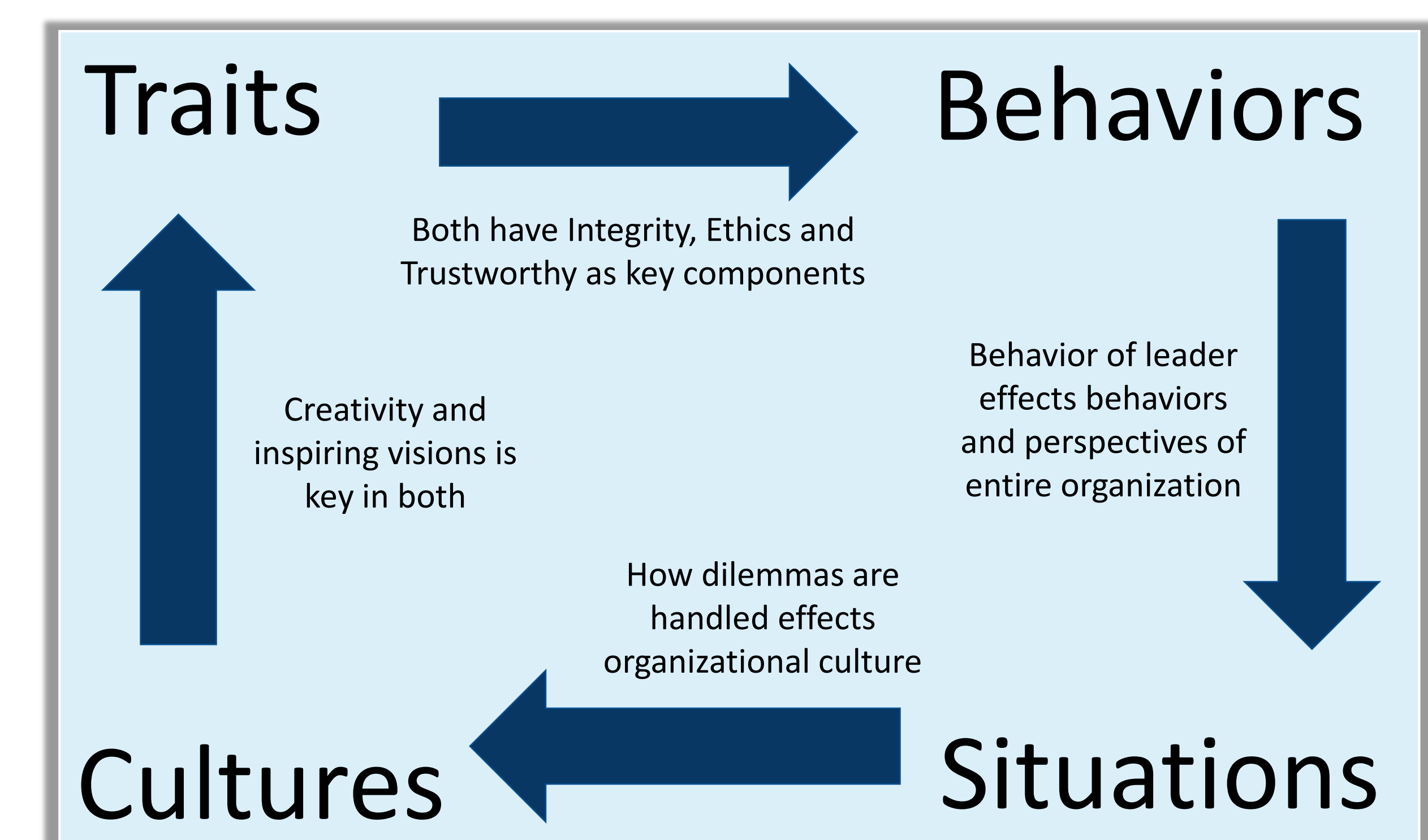
### Respect and Trust

- Treating coworkers and leaders professionally with respect and understanding,

### Pressure

- An industry professional needs to stand firm in both moral and faith based convictions, but sometimes compromise on creative ideals.

## Correlation of Leadership Aspects



## Future Studies

- Investigate culture and leadership difference between different labels, management companies, or publishing companies.
- Compare leadership attributes and culture between different genres of the music industry (i.e. jazz and country, Christian and pop)
- Compare and contrast views of leadership between leaders and their employees

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